"Enabling Businesses to Succeed through People"

PERSONAL INTERESTS ATTITUDES & VALUES

User Manual

A Guide to Help with

Understanding the Instrument

and

Interpreting the Reports

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INTRODUCTION

Every day, organisational decision makers struggle to find ways to affect the "bottom line." Having a desire to find better ways of selecting employees is one of these struggles. According to recent research the cost of hiring the wrong person could be as high as ten times their annual salary. Today labour costs constitute the largest cost category for most businesses. Furthermore, these personnel costs are rising at a record rate. Fringe benefits allocated to employees are making up a larger and larger share of an individual's compensation. Fringe benefits now account for 30 percent of payroll cost for organisations. Moreover, this form of compensation is generally unrelated to a person's productivity. Typically, employers compensate employees for their time and not for what they produce. Only 14 percent of U.S. workers receive piece-rate wages or commissions in which compensation is computed directly on the basis of output.

The vast majority of workers are paid by the hour, week or month. They are paid, in short, to show up for work and to follow orders. This form of compensation requires that employers give careful attention to worker motivation and dependability and the selection of productive workers will undoubtedly continue to increase.

Equal Employment Opportunity concerns also indirectly affect the need for better, more valid personnel selection techniques. "The attack on psychological testing has accelerated the search for both improved and alternative means of assessment." As the guidelines for selection tests become more stringent, organisations will increasingly seek methods that will allow them to hire those who will be the most productive to the organisation.

While organisational decision makers are concerned about getting the "right" people into their organisations, they are also concerned with promoting the kind of people who will be beneficial to the organisation in the long run. From the organisation's viewpoint, effective management promotions are central to the efficient utilisation of its human resources and are likely to affect future strategic decisions. However, unlike employment selection decisions which are often conducted by personnel professionals, promotion decisions are often made by managers in all types of departments and at all levels of management.

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HISTORY
OF PSYCHOLOGICAL TESTING FOR PRE-EMPLOYMENT SELECTION

The use of psychological testing for pre-employment evaluation of individuals has a long history. The first use of psychological testing as an aid in employment decisions has been traced to ancient China. The Chinese developed an extensive system of civil service examinations to determine which individuals were qualified for positions in government.

The use of behavioural assessments in personnel decisions in the U.S. began very early in the century. By 1909, for example, Parsons and Musterberg were doing vocational assessments for industries. The massive army recruit screening program during World War I legitimised behavioural measurement in the public's mind. During the 1920's and 1930's there was an upsurge in the use of behavioural assessments in industry. Special interest cantered on the assessment of sales personnel. During the economically troubled 1930's tests were used to identify stable and cooperative employees. World War II brought the Office of Strategic Services selection program, and "selection was a primary, if not the prime concern of Industrial / Organisational psychologists through World War II."

The post-World War II period saw a virtual explosion in behavioural inventory construction, and in the 1950's the use of assessment centres began to grow rapidly. Personnel testing, in general, rose to a peak in the early 1960's. The Civil Rights Act of 1964 and the EEOC's, "Guidelines on Employee Selection Procedures", started a new era of selection / promotion procedures. Indeed, many court cases and much debate regarding tests and other methods used in making selections decisions ensued.

More recently, a survey done at a meeting of the American Society of Personnel Administrators found that 98 percent of practitioners thought motivation/motivation constructs should be measured in selection/placements systems and 75 percent were doing so in one form or another. Indeed, increasing numbers of organisations in many industrial contexts consider it desirable to employ consultants or to hire trained personnel to conduct behavioural selection.

Overall, the psychological tests used most often for pre-employment screening have involved measures of general intellectual patterns and to some extent, attitudes and values.

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WHAT ARE BELIEFS, VALUES AND ATTITUDES?

Every day we are faced with real situations that call for thought, decision, opinion and action. Consciously or subconsciously, every decision, reaction and course of action arises from our beliefs, that which we value (values) and attitudes.

It is said by some that we are the sum total of all of our experiences. Multiple experiences lead to beliefs. The intensity of each experience results in beliefs of varying strengths. The repetition of the same experiences also strengthen the beliefs.

For example, you may value certain breeds of dogs and despise other breeds. All of your experiences with dogs will cluster into a category called "dogs." Generally, you will either value dogs or not value dogs. Your category of dogs will be filled with varying positive and negative beliefs that result from your experiences with dogs. Recent research examined the truth of the saying "once bitten, twice shy" and concluded that a fear of dogs is the result of negative experiences with dogs. Therefore, when you experience anything related to a dog, the information will be processed against all your beliefs about dogs. In milliseconds, a positive or negative response will be played out through your behavioural style.

Values are more accurately defined as "that which you value." Your experiences lead to beliefs which cluster together into your values (that which you value). Conversely, your beliefs will also cluster together into that which you do not value. You may value dogs but not value religion. Your valuing of life then shapes itself, over time into a world view, which is called an attitude.

Eduard Spranger observed six attitudes through which we value the world. These attitudes define the "why" of your actions. You move into action based on what you value; you pursue what you value. You will tend to be negative or indifferent toward experiences and people whose "valuing" is opposite of yours.

Your valuing of life is your attitude. Of the six attitudes observed by Spranger, the top two will move you into action. Your understanding and application of your top two attitudes will move you quickly toward the achievement of your potential.

Experiences ➞ Beliefs ➞ Values (that which you value) ➞ Attitudes

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ATTITUDES

THEIR IMPACT IN THE WORKPLACE

Companies with a focus on the success of each individual employee outperform companies who have more of a task orientation. Modem corporations are looking to develop the potential of each individual, realising that a healthy, motivated work force leads to a healthy, profitable company. Special attention has been focused on the "fit of the person with the job." Each individual is unique just as each career is unique. If the individual is matched to the appropriate career, success should follow.

- If you value knowledge and the search for truth (Theoretical attitude), how will you survive and grow in a career that doesn't challenge your learning or allow for continuing education?
- If you value form, harmony, beauty and balance (Aesthetic attitude), how will you grow in an environment that is chaotic and unbalanced?
- If you live by a closed system of principles (Traditional attitude), will you grow in a company that actively promotes an opposing system of beliefs?
- If you have a passion to lead, direct and control others (Individualistic attitude), wouldn't you be more fulfilled in a career that allows for quick advancement?
- If you have a humanitarian drive: a desire to eliminate pain and conflict in the world (Social attitude), would you thrive in an environment that rewards return on investment of time, talent and resources (Utilitarian attitude)?

Studies suggest that over 50% of the work force may be in jobs that are not suited to who they are and what they value. A study from California suggested the number was as high as 90%. If your career is an extension of who you are, you will not have to be motivated. You will get up in the morning and desire to go to work, because your environment will be providing the "valuing" you need in order to achieve your maximum potential.

Ethics demand that we assist others in achieving their potential, that we strive toward mutually beneficial win/win scenarios. The cost of hiring a person who is a "misfit" to the job can be as high as ten times their annual salary.

Companies all over the world are realising that an investment on pre-selection assessments can facilitate a win/win scenario for the employee and the company, moving both toward their goals and redirecting others to a position where a win/win is achievable.

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THE P. I. A. V. INSTRUMENT

While psychologists have identified many lists of attitudes, there are certain attitudes that seem most appropriate to the business or career environment. The "Personal Interests, Attitudes and Values" instrument measures the relative prominence of six basic motives: Theoretical, Utilitarian, Aesthetic, Social, Individualistic and Traditional. This classification is based on Edward Spranger's book, "Types of Men," written in 1928.

In 1931, Gordon W. Allport and Philip E. Vernon developed an assessment instrument to measure the traits postulated by Spranger. This instrument was called the "Study of Values," and has been widely used to provide insights into the motivation of a given individual. These insights apply equally to men and women. Allport's research indicates successful women and successful men have similar attitudes or goals.

The Theoretical Attitude

The primary passion for the Theoretical is the discovery of TRUTH and KNOWLEDGE. In pursuit of this value, an individual takes a "cognitive" approach, one that looks for, identifies, analyses and clarifies differences. Such a person is non-judgemental regarding beauty or utility of an object and seeks only to observe and to reason. Since the interests of the theoretical person are empirical, critical, and rational, this person appears to be intellectual and may be viewed as an expert in a chosen field. The main passion is life is continuing education and learning: knowledge for the sake of knowing.

Goal: Truth and knowledge

General Characteristics:

- Objective reasoning.
- Able to integrate past and present.
- High interest level in solving problems, research and asking questions or formulating a theory.
- Constant desire to learn new things and acquire new knowledge either through reading, watching or doing.
- Enjoys people with common convictions (knowledge).

Possible Limitations:

- May have trouble dealing with practical problems.
- Will reject emotional, subjective arguments and may not relate with people who present their cases emotionally.
- May consider research an issue and not be able to set appropriate knowledge boundaries.
- May get bogged down in the quest for details which can lead to procrastination.

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The Utilitarian Attitude

The Utilitarian passion is the valuing of return on investment of time, talent and resources. Use of money and time will tend to be of great importance. This type of individual is thoroughly practical and conforms well to the stereotype of the average business person. This world view includes the practical affairs of life-the production, marketing and consumption of goods, the use of credit and the accumulation of tangible wealth.

Goal: Utility and what is useful

General Characteristics:

- Very practical, can be a spender or a saver.
- Future-oriented.
- Able to maximise time, talent and resources to achieve their greatest potential.
- Motivated by the satisfying of needs.
- Expects accountability.

Possible Limitations:

- May become a workaholic.
- Expects a return on investment in all areas, including family.
- May be viewed as "self-cantered."
- Limits the giving of time, talent and resources unless it will result in some future gain.

The Aesthetic Attitude

The Aesthetic attitude values form, harmony, beauty and balance. Life is an interaction between the external world and the internal person, each experience being judged from the standpoint of grace, symmetry or fitness. The outer world and the inner person must be in balance, working toward the self-realisation and self-actualisation of the person.

Goal: To experience their inner vision

General Characteristics:

- Seeks self-realisation, self-fulfilment and self-enjoyment.
- Sensitive to inner feelings.
- Relates from a subjective point of view.
- Seeks harmony and balance in all areas of life ... an aversion to pain and imbalance.
- Appreciates the various impressions received from the world around.

Possible Limitations:

- May avoid areas of pain and imbalance.
- Imbalance in the environment can hinder productivity.
- Sees things only from their inner world.
- Subjective emotion does not mesh with practical objectivity.

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The Social Attitude

Those with a Social attitude have an inherent love of people. The social person prises other persons and is, therefore, kind, sympathetic and unselfish. They are likely to find those with the Theoretical, Utilitarian and Aesthetic attitudes cold and inhuman. The person with a Social attitude genuinely "feels the pain of the world around" and strives to eliminate it by giving their time, talent and resources. The two greatest examples of this attitude in the 20th Century were Princess Diana and Mother Theresa.

Goal: To eliminate hate and conflict in the world.

General Characteristics:

- Fulfil their own value by and through helping others.
- A genuine concern for and feeling of the pain in the world.
- Will freely give time, talent and resources to eliminate pain.
- Involves self in the trials of others, taking responsibility for the lives of others.

Possible Limitations:

- Self sacrifice may override self-preservation.
- May have difficulty saying "no."
- May create lose/win scenarios.
- Will help others even to their own hurt.
- Will take on the responsibility of others' problems.

The Individualistic Attitude

The primary interest for this attitude is POWER. Those with an Individualistic attitude have an inherent desire to lead and control the destiny of self and others. Unafraid, they will make decisions that will affect large numbers of people with ease. Research studies indicate that leaders in most fields have a high power value. The value this person will find in life is the ability to advance position to attain the highest power.

Goal: To assert self and have their causes victorious.

General Characteristics:

- The effect of power on others appears in the form of determination.
- Willing to control their own destiny and the destiny of others.
- Power and control will usually be expressed through one of the other five values-Theoretical (superiority of knowledge), Utilitarian (power through wealth), Aesthetic (power through self-help), Traditional (power through their system for living), Social (power through humanitarian efforts).
- Life is a "chess game" of strategic alliances that advance position and power.

Possible Limitations:

- Position may become more important than people.
- Self assertion may come across as "jockeying for position."
- The end may justify the means.

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The Traditional Attitude

Individuals with a Traditional attitude seek to comprehend the cosmos as a whole and to relate themselves to a global totality. Life is lived from a foundation of principles, a system that if followed will lead to "the divine." All of the decisions made emanate from this set of principles: they are the guiding forces of the persons' life. Following the "book of principles" may be more important than possessions or relationships.

Goal: Search for the highest value in life.

General Characteristics:

- Belief in their principles is so great they will champion their cause.
- Tendency to get involved in passionate, global causes.
- Consistency of application of their principles, whether right or wrong.
- Will sacrifice everything to be true to their beliefs.
- All decisions emanate from the principles.

Possible Limitations:

- May view the world as "black and white" be overly rigid.
- May come across as always right and never wrong.
- May hold to their "faith" position even if logic dictates they are wrong.
- May be closed-minded.

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UNDERSTANDING AND DEBRIEFING
THE REPORT

Feedback for Personal Growth and Development

Feedback on:

- Perception of others
- Others' perception of the Individual

1. Introduction

The PIA&V instrument has been shown to add immense value to a person's understanding of themselves. Most psychologists agree that the initial step in achieving your maximum potential is a clear understanding of who you are. The PIA&V assessment provides that foundation.

The individual's responses to the questionnaire generate a graph from which the computerised report is driven. Feedback is given in three areas:

A. Feedback for personal growth and development.
B. Others' perception.
C. Perception of others.

2. Reading the graph

A) The horizontal axis lists each of the six attitudes

The	=	Theoretical	Uti	=	Utilitarian	Aes	=	Aesthetic
Soc	=	Social	Ind	=	Individualistic	Tra	=	Traditional

B) The vertical axis tracks the score of each person's response to the survey. The score can range from 10-75.

C) The bar line (---) in the graph box indicates the U.S. National Mean for that particular attitude. Note the National Mean varies for each of the six attitudes.

D) The dot on the graph shows the score for each persons attitude.

1) The higher the score the greater the intensity of the passion the individual will have for that attitude.

2) The lower the score, the less intensity of passion a person will have for that specific attitude. The sample graph will be used to explain how to analyse the graph.

3. The Attitudes Wheel

A. The Attitudes Wheel displays the #1 - #6 hierarchy of an individual's attitudes.

B. The shaded area is based on the scoring from 10-75, showing the intensity of that particular attitude.

C. Each attitude is labelled based on its position in the hierarchy 1-6 and its score from 10 - 75.

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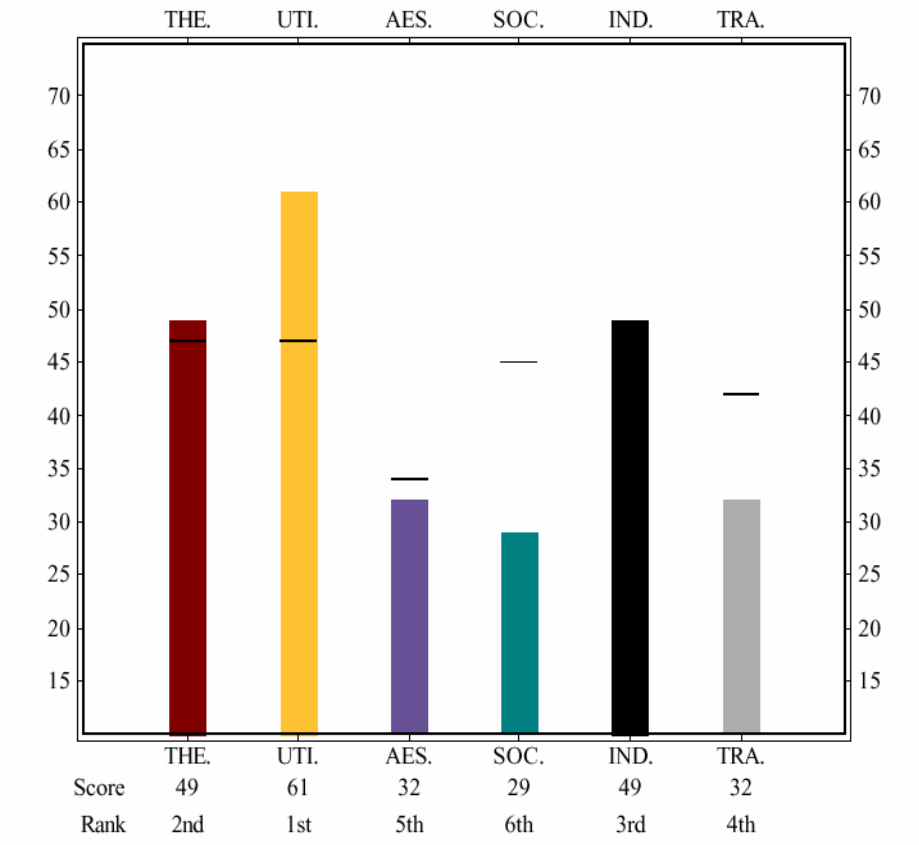
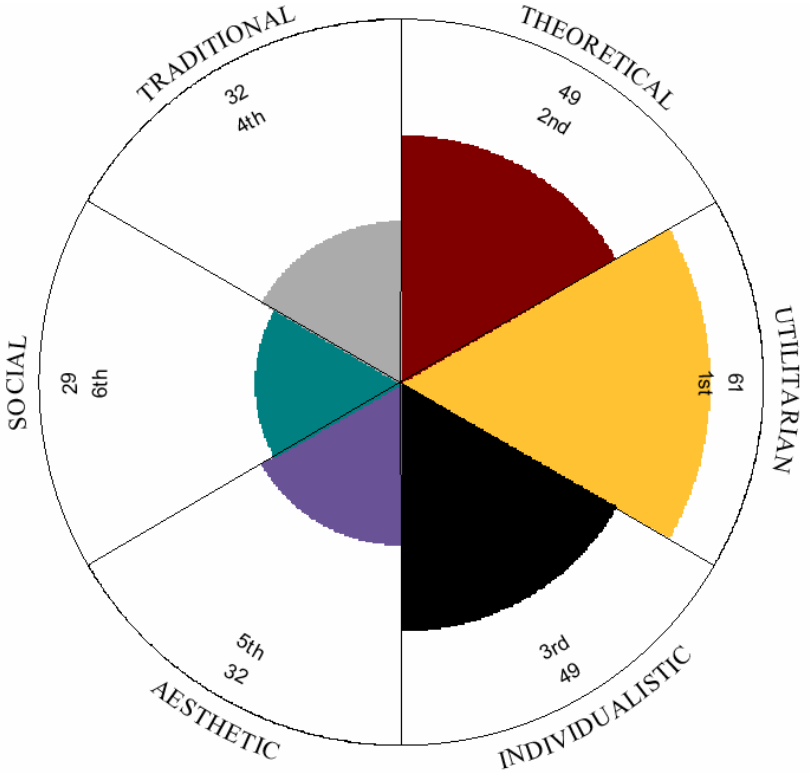


	THE.	UTI.	AES.	SOC.	IND.	TRA.
Score	49	61	32	29	49	32
Rank	2nd	1st	5th	6th	3rd	4th



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Feedback for Personal Growth and Development

The initial objective is to assist an individual to understand "why" they are motivated to act. By understanding the "why" of their actions, the individual can take charge of their life and environment and achieve a more fulfilled life.

To assist an individual in the understanding of their motivations, the six values are ranked from 1-6 based on the score on the vertical axis (the score for each attitude is also listed on the bottom horizontal axis).

Jane Citizen's top six attitudes are:

#	ATTITUDE	SCORE
I	Uti	61
2	The	49
3	Ind	47
4	Aes	32
5	Tra	30
6	Soc	29

Passion

The top two attitudes move a person into action. Jane will have a passion for activities, people and environments that fulfil her top two attitudes.

1) Utilitarian: Jane will have a passion for the return on investment of time, talent and resources. She will be strongly motivated by the conservation of and/or the production of goods and services. Utility and practicality will mark her actions.

2) Theoretical: Jane will be passionate about learning and advancing her knowledge in all area. Environments that allow for continued education and learning will motivate her.

Situational: Positive, Negative or Indifferent

The individual will situational toward attitudes in the 3rd and 4th position. In certain areas they may value these attitudes and in other areas they may not care, or even be negative.

3) Individualistic: Jane may in certain situations have a passion to increase or advance her position and in other situations she may show no desire to further advance her position. Generally, her main motivators will come from one of the top two attitudes.

4) Aesthetic: Jane may show, situationally a passion for form, harmony and beauty, but its presence or absence will not affect her adversely in her daily life. Her main passion will be found in the top two attitudes.

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Negative or Indifferent

The attitudes that score as 5 and 6 will evoke a negative or indifferent response from the individual. If the person has any positive valuing of the attitude, it will be extremely situational. Their passions will definitely be found in one of the other two attitudes.

5) Traditional: Jane may be negative toward/others who live by a specific set of principles and attempt to apply those principles to her life. She may feel she is being "judged or condemned." She will probably sample many different belief systems to decide what works best for her. Her passion will be found in two of the other attitudes(Uti and The).

6) Social: Jane may respond negatively to programs and people who give money away without expecting any return. She will not tend to "feel the pain" of society around her and may be viewed by others as insensitive. This does not mean she won't help others, but only if she sees them making an honest effort. Her passions will be found in Utilitarian and Theoretical.

Note: When the focus is on the personal growth and development of the individual, the National Mean does not matter. When motivating the person, the National Mean has no bearing. The important items are the personal scores of the individual and how they rank (1-6). When the person is completely aware of the "why" of their actions only then can they look at how they will view and fit in with society.

Perceptions

When the focus is on the motivation of the individual, the PIA&V report is debriefed most effectively by scoring the attitudes from #1- #6, the top two attitudes motivating the person into action. With an understanding of the hierarchy of their six attitudes, individuals can effectively take charge of themselves and their environments allowing them to achieve their maximum potential.

The power of the PIA&V report is magnified as the individual is compared to society. According to Zig Zigler, those who are most successful in achieving their goals are people who have learned to communicate effectively with others. By comparing the individual with the National Mean, information is gained in two areas:

1) How the individual will perceive others.

2) How others will perceive the individual.

By comparing the score of each attitude to the National Mean, predictions can be made about the comparison of the individual's attitude to the world around. How will the person "fit in" and how will the world be seen.

If an attitude is significantly higher than the National Mean (greater than or equal to 15 points) the person's viewpoint will tend to be "out of the mainstream" and different, perhaps causing harsher judgment by society and of society.

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Example: Jane Citizen

Utilitarian: Jane's Utilitarian score is above the National Mean by about 13 points. Her passion for return on investment of time, talent and resources will be readily apparent to others.

1) **Jane's perception of others**: She may view society as too wasteful and unproductive. She may resist going along with the status quo and not invest her time or resources in area she feels are meaningless.

2) **Others' perception of Jane**: Others who interact with Jane may believe she always has to have a "hook attached'...always making decisions based on "what's in it for me." This may be (wrongly) viewed as selfish and self-cantered. Jane will not attend any meetings just to be there or be seen which may cause others to believe that she is not a team player. Every decision will be weighed based on utility, practicality and efficiency.

Social: Jane scored 15 points below the National Mean in the social attitude scale.

1. **Jane's perception of others**: She will have a negative reaction to programs and people that give away their resources expecting nothing in return. She does not tend to "feel the pain" of society around her and will tend to believe that success is achievable for everyone if they are willing to work for it. She will help people if she believes they are trying their best.

2. **Others' perception of Jane**: She will definitely not be viewed as a humanitarian. Others may view her as insensitive to society, not caring about others, placing her own needs first.

Note: When the person's score is significantly lower that the National Mean they will tend to react negatively to that attitude, but their passion to move into action flows from their #1 and #2 attitude. Even though Jane's Social is significantly lower than the National Mean, her solution to humanitarian issues is:

1) Utility
2) Practicality
3) Accountability

All of her arguments will come from her top two passions. She may even lead the effort to change the system if she is given the power and authority and it advances her career. (Ind=#2).

Review: To debrief the report for the maximum results to the person, do the following in order.

A) Rate the attitudes #1 - #6, based on their score.

- **#1 and #2:** The person will be passionate when these have the potential to be or can be fulfilled.
- **#3 and #4:** The person will situationally place a positive or negative valuing on experiences and persons with these attitudes.
- **#5 and #6:** The person will not value experiences or persons who exhibit these attitudes.

B) Debrief sentence by sentence each of the six attitudes in order of hierarchy.

C) Note each attitude's comparison to the National Mean.

1) Comment on the person's viewpoint of society.
2) Comment on how society may view the person.
3) Discuss the impact of each.

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The proper sequential debriefing of the PIA&V report yields some of the most significant results seen in personal motivation. Some of the largest and most progressive companies in the world have adopted the process as the "foundation of their training program."

Real self - Ideal self - Potential self

The goal of all organisations, businesses and interactions should be to assist each person in the achievement of their maximum potential.

The achievement of maximum potential of the person begins with the understanding of the *real set(* This understanding of the real self places the tools in the hand of the individual to be able to alter their environment and work towards their *ideal self*. Focused action on achieving the ideal takes the person past their goal to die achievement of their highest potential. *(potential self)*

Managerial Decision Making

The linkage between managerial values and decision making has been widely documented (England, 1967; England, Dhingra & Agarwal, 1974; England & Keaveny, 1969; Guth & Tagur, 1965; Hegarthy, 1976).

Much research on managerial decision making in cross-cultural settings has relied on differences in values to explain the variance in decision preferences.

Dr. David D. Palmer's research on personal values looked at managers with similar values in the United States and India. By clustering the values into two groups, Group I had managers who scored above the mean in Utilitarian, Individualistic and Theoretical. Group 11 contained managers who scored above the mean in Social, Aesthetic and Traditional.

Group I placed their emphasis on economic utility and rationality. It could be predicted that they would be less likely to support decisions which were not clearly financially advantageous to the firm. Group 11 tended to favour more strongly those decisions involving employee safety, personnel development and water pollution. There were men and women in both groups.

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TOP SALESPEOPLE RESEARCH

In 1997, 166 organisations provided TTI with the Personal Interests, Attitudes and Values results on their top salesperson. They came primarily from the following industries: floor covering, auto sales, real estate, insurance, investments and mortgage brokers.

PIA&V Data

Top Sales Performers
N=166
119 males, 47 females

Each person was viewed based on their top choice. This type of view provides a clearer understanding of the real attitudes from each top performer. The results are:

Utilitarian	72%
Traditional	8%
Individualistic	7%
Social	7%
Theoretical	4%
Aesthetic	2%
	100%

As you can see, Utilitarian was the number one driving force for 72% of the top performers. All other attitudes were represented but there was a big difference between Utilitarian and the rest of the field. A total of 119 out of the 166 had Utilitarian as their first choice.

When we looked at those who had a different attitude as first choice but also had Utilitarian as their next driving force, our numbers jumped again. 137 out of the 166 had Utilitarian attitude as their first or second choice. 83% of the top performers fell into this category.

When the total group was analysed on their top 3 choices, 152 out of 166 (92%) had Utilitarian as one of their top three. 92% of the top performers had Utilitarian as their top three preferences. Only 8% had Utilitarian in 4th, 5th or 6th place.

General Conclusions

- The top performers are greatly influenced by the attitude of Utilitarian.
- Even when Utilitarian was not their first choice it impacted their overall attitude.
- Those with Utilitarian as highest (119 out of 166) had the following as second:

Theoretical	26%	Social	14%
Individualistic	35%	Traditional	18%
Aesthetic	7%		

- Knowledge and power were the two most common attitudes combined with Utilitarian for success.
- Utilitarian attitude is very important for salespeople.

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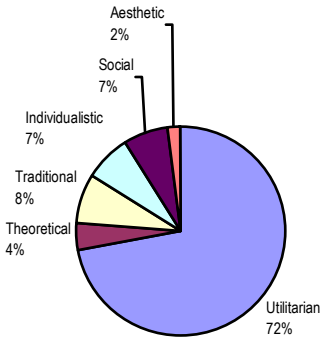
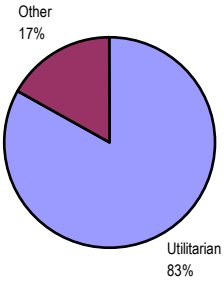
- Only 14 people (8%) out of 166 cannot be explained with graphs alone. Such things as territory, products sold, age, etc. need to be looked at as they are an exception to the attitudes rule. Most were of the D and I behaviour so this could add another dimension to the evaluation.
- Also, 28% of the top performing salespeople were female.
- A person's attitudes and values and behaviour are a better prediction of sales performance than behaviour alone. (TTI has preached this for many years.)
- With the appropriate attitude and all things being equal, all behavioural styles can be a top performer.

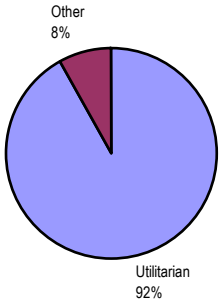
PIA&V - Utilitarian as #1



PIA&V - Utilitarian as #1 or #2



PIA&V - Utilitarian as #1, #2 or #3



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Summary and Conclusions

- The value patterns of male and female managers were more similar than dissimilar.
- Managers with high altruistic (social) values will favour people in their decisions.
- Managers with high Utilitarian or Individualistic values will favour the "bottom line."
- Managers (male and female) with similar value clusters will make similar decisions even if they live in different countries.
- Female managers tend to score lower than men managers on Theoretical values.
- Female managers tend to score higher on Social and Aesthetic values, although differences were not significant.

Value Clusters by Occupational Groups

General Business Population
- Middle to top management

High Utilitarian
High Individualistic

Bankers
- Middle to top management

High Utilitarian
High Individualistic

Life Insurance Companies
- Sales Managers

High Theoretical
High Utilitarian
High Individualistic

Employed Engineers

High Theoretical
High Utilitarian
High Individualistic

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BASIC PREMISE

TO REMEMBER WHEN DEALING WITH OTHERS

1. Values tend to interact with each other

Example: High Individualistic value with a low Social value. This type will tend to respond to a set of circumstances differently than the type with high Social and low Individualistic values. The interaction and the relationship causes different types of attitudes to prevail.

Most of TTI's studies show two or three values are dominant. Example: Values that are most important to that person will impel action.

(An individual must be sure to look at the dominant values to see how they relate to those values that are deemed to be less important.) The very lack of importance of other values can be significant in itself.

2. Over time, one's beliefs, needs, wants and desires change. Values can and will change over a period of time. As one's values become satisfied and needs are met, another value may then become more important.

Example: For years a Utilitarian value is seen as being the most important aspect of why a person does things a certain way. But, once the children are educated, the house is paid for and the individual's needs become less materially-oriented, another value may begin to surface. Thus, a person with a high Utilitarian value may then shift that value to a lower Utilitarian standing and let a higher Social value have more influence on his decisions and actions. In other words, "They have what they need" - now, helping others to achieve Utilitarian needs becomes of paramount importance to them.

This contradicts the statements of Piaget and Massey who felt that a person's values were determined by the time they were three or four years old. However, this theory was formulated in a world in which change was not commonplace. Today the body of information doubles every two years. This pressure causes and allows for individuals to change their outlook.

African-Americans, the Grey Panthers, Women's Rights groups, etc., have all contributed to major social changes in the last few years. We are continually being bombarded by change, but people tend to concentrate on an "external" more than an "internal" change.

When you add government regulations, religious movements and other cross-currents, the messages that people receive are being constantly challenged.

Values give continuity to all decisions and actions on any level of goal setting. Values are influenced by two areas:

Affective - the area of feelings

Cognitive - the knowledge we have

These areas play a major role in deciding which values will remain constant and which values will change with time and expanded experience.

Example: A person chooses to pursue a graduate level scholastic program. Why? This may be because of a high Utilitarian value-the need for an increase in salary.

OR Desire for power. This person may have decided that she wants to be in charge of her destiny, as well as that of others.

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OR Acquisition of knowledge. This person just wants to know more about a particular area of interest. He enjoys learning about ideas. This type wants to add to the store of personal knowledge.

The decision to return to a university can be made for one reason or another. People have something (value) that prompts them to make a decision which leads them to pursue a course of action.

Can you visualise how this decision may have long-term effects for those persons who share the same dream? It is possible for the same value or group of values to continue to affect future decisions.

Things of great value are those that will be diligently sought as "possessing worth" or "interest." Values may be considered incentives to action because they offer the stimuli for behaviour. These questions may be clarified when you consider that values operate at three different levels; each capable of providing motivation but, also, to the degree that motivation will vary considerably.

Personal Level: This is the highest degree of internal motivation, because the person is gaining satisfaction at the personal level or at the present level. This value or set of values is learned in a positive and personally pleasing way and is responded to from within.

Superimposed values: These may be influenced from the outside, as in business that influences the employees. The value is a learned response, but the response is not as personally intense; and therefore, the motivation is not as strong or as long-lasting.

An example of this superimposed value is the employee who has been taught to believe the only way to get ahead in business is to become a manager (power-seeking, Individual), but he/she is really a loner, more intellectually curious and good technically (Theoretical). Such a person will respond initially and try to climb the managerial ladder, but usually will become disenchanted and perhaps, unsuccessful relatively early in the climb. In other words, the true motivation (value) was not being satisfied and was discarded in a relatively short time.

Repressed: (Also known as presently inactive) In some respects, this is the highest level in terms of internal motivation and personal life satisfaction. A repressed value is one "whose time has not yet come." You might think of these values as presently subjugated or subdued. For example, there is perhaps one or more among you who would like nothing more than to be a poet on the Left Bank, but who also likes food with your meals! Therefore, this person decides that, at least for now, working at a less pleasing job is better than starving.

People tend to want to satisfy their values and attempt to attain their values in a variety of ways; from a vocational pursuit, to waiting for retirement Remember, in the mid-life crisis we see a sudden floundering; a person will often make an abrupt career change or even change spouses. The happiest and most productive people I know are those who understand their "value needs" and aggressively pursue their satisfaction.

First, some values do not remain constant during an entire lifetime, but rather as one (or more) become satisfied, one value tends to move aside and another moves to the top of your personal priority list.

Second, the various drives tend to "pair up," i.e., the two values that are most important to a person at a given time seem to both influence and complement each other to produce a specific effect.

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Values and Behaviour

	The	Uti	Aes	Soc	Ind	Tra
D	+.01	-.04	+.10	-.27	+.20	-.05
I	-.04	+.10	-.02	-.17	+39	.001
S	+.13	-.02	+.16	+.46	-.44	-.16
C	+.15	-.09	-.04	+.08	-.09	+.21

Conclusion

Very low correlation between values and behaviour indicates their independence. Low correlation indicates two separate and valuable instruments.

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PERCEIVED ACCURACY
OF THE SOFTWARE REPORTS

The Personal Interests, Attitudes and Values instrument is a widely used, objective instrument that assesses the value structure of an individual on six dimensions. The six dimensions evaluated include Theoretical (The), Utilitarian (Uti), Aesthetic (Aes), Social (Soc), Individualistic (Ind) and Traditional (Tra). The interpretation of the scores on these scales provides a mechanism to understand the value structure of an individual that may significantly influence his/her behaviours. hi interpreting the scores for each of the Personal Values the strengths indicated by the level of the score are emphasised. For example, an individual scoring high on the Utilitarian value would be described as an individual with strong emphasis on materialistic objects and a tendency to perceive their activities in terms of time, talent and resources. On die other hand, an individual scoring low on this scale would be seen as one who disregards these material things and places a greater emphasis on service rather than material gain. The descriptors used for this scale provide a view of the individual's value structure, which may allow the client and the supervisor to have better insight into those values that motivate, direct and reinforce the individual.

The utility of the interpretation of these personal values is based, at least in part, on the extent to which the client recognises these characteristics as being an accurate description of their value structure. The present study attempted to determine the client's perceived accuracy of these interpretations and to provide some information regarding the factors which may influence these perceptions of accuracy.

Methods

A sample of 293 individuals who had completed the Personal Interests, Attitudes and Values as part of an overall assessment of interests and values were asked to rate the accuracy of the interpretations. Each individual was requested to provide a percentage figure that indicated the extent to which they felt the interpretation was an accurate description of their value structure. The individuals were free to rate the accuracy from zero to one hundred percent accurate.

Results

Table 1 shows the distribution of the frequency of the percentage ratings of accuracy of interpretations. As can be seen from the table, the overall range was truncated with a range from 70 percent and 79 percent, 45.05 percent rated the accuracy at between 80 percent and 89 percent and 44.37 percent rated the accuracy of the description between 90 percent and 99 percent accurate.

The truncated range is indicative of the very high level of agreement expressed by the subjects in the sample. Taken as a whole, these data suggest that the interpretations are seen as valid, accurate descriptions of the individuals' self-perceptions.

Discussion

The overall data on perceived accuracy of interpretations indicate that, in general, the individuals tested felt the descriptors were an accurate reflection of their value structure, and the level of agreement was generally very high. Over two-thirds of the individuals under study rated the accuracy at 85 percent or better. This could be interpreted as a general satisfaction with the description of the individuals' values. This high level of perceived accuracy can be interpreted as indicating that the descriptors presented to them were viewed as valid and generally acceptable to

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the individual. It is important to note that the accuracy rating is based on the overall impression of the accuracy of all of the descriptions presented in the Personal Interests, Attitudes and Values report. The present database does not allow a more in-depth analysis of the extent to which each of the scale interpretations is considered to be accurate, but rather focuses on the overall view of the accuracy of the interpretation given from the data provided in the Personal Interests, Attitudes and Values Instrument. The analysis of those factors related to the level of accuracy provides an interesting form of construct validation for the nature of the instrument.

Table 1

Frequency of Percentage Ratings of Accuracy of Interpretations

% Accurate	Number	% of 100	Cum. %
70	11	3.75	3.75
75	19	6.48	10.23
77	1	.34	10.57
80	65	22.18	32.75
85	66	22.52	55.27
88	1	.34	55.61
90	66	22.52	78.13
92	1	.34	78.47
95	53	18.09	96.56
97	1	.34	96.90
98	1	.34	97.23
99	8	2.82	100.00
	293		

Interval Validation Required

The Personal Interests, Attitudes and Values report was designed to be self-validating. Simply run all the people from a particular job through the system and compare their reports with performance. Top performers in any job will be graphically different from low performers.

Equal Employment Opportunity Commission

Validation for purposes of the EEOC law is the technical process whereby the employer defends the use of a selection device or a standard demonstrates a very close relationship between performance against the standard and performance on the job.
A company may not use any selection device or standard that has an adverse impact on the protected group. The protected group is usually a minority person, a female or a person over the age of forty. But, it can be anyone.

The Behavioural and the Values Instruments used by Target Training International, Ltd. have never been challenged by EEOC. The Behavioural Instrument was first used in 1959.

EEOC legislation was aimed at employers who administered tests which were not job related or who discriminated against a protected group. For example, giving a math test to keep someone from being hired as a police officer was deemed not job related and therefore, illegal.

The Behaviour and the Values Instruments are job related. It is relatively easy to determine if they are job related. Simply test your top performers with the bottom performers in a particular job.

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There will be a difference in 99 percent of all jobs for which performance criteria has been developed.

The Personal Interests, Attitudes and Values report will remove human bias and truly provide the documentation required to prove a bona fide business necessity. The use of proper instruments will reduce or eliminate the risk of EEOC complaints.

Acknowledgement

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